

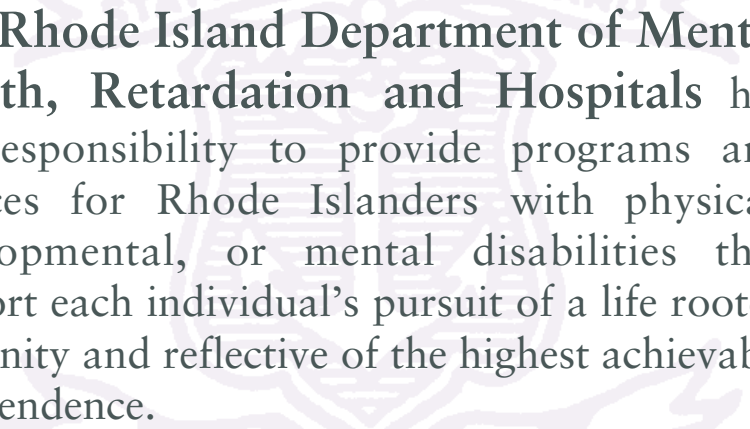
Progress Report FY2002

July 1, 2001 - June 30, 2002

Creating Opportunities

THE RHODE ISLAND DEPARTMENT OF
MENTAL HEALTH, RETARDATION
& HOSPITALS

Translating Respect and Compassion into Responsible Action



The Rhode Island Department of Mental Health, Retardation and Hospitals has the responsibility to provide programs and services for Rhode Islanders with physical, developmental, or mental disabilities that support each individual's pursuit of a life rooted in dignity and reflective of the highest achievable independence.

Our Mission

is to fulfill our statutory responsibilities to fund, plan, design and develop, administer and coordinate a system of services for citizens of Rhode Island with various disabilities. MHRH is dedicated to achieving the best possible quality of life for its consumers and the best business performance for the taxpayers of Rhode Island within its legislated, annual budget.

Our Vision

is to set the standard for state government by delivering high value services; accommodating the ever-changing service demands of Rhode Island's most vulnerable citizens, our "priority populations"; and constantly striving to improve client outcomes and operational performance.

The Division of Behavioral Healthcare Services (DBHS)

The Division of Behavioral Healthcare Services (DBHS) reflects a broadened scope of our department's delivery of services by integrating and unifying the systems development work of the two program areas of mental health and substance abuse services. We are committed to improving the quality, availability and accessibility of effective mental health services and addiction treatment to people with mental and substance abuse disorders, including people who experience both of these illnesses simultaneously. For the first time, in August, 2001, MHRH funded six partnership projects specifically for clients with co-occurring substance abuse and mental health disorders. We are testing and refining services for pregnant women, adolescents, persons of color, and persons with HIV/AIDS or other chronic diseases or disabilities.

The division's major focus has been to incorporate "Recovery" standards and policies into our everyday work. Recovery standards were developed by a committee of consumers, family members, providers, and with input from stakeholders throughout the behavioral healthcare community. These standards will be incorporated into the new Behavioral Healthcare Licensing Regulations. Working with consumers, family members and providers affiliated with mental health and substance abuse services the Behavioral Healthcare Licensing Project was formally launched in September 2001. Specific recovery-oriented services were identified for required development and monitoring in the FY 2002 Plans for Service Development.

Definition of Recovery:

Recovery is a process of changing one's attitudes, values, feelings, goals, skills, and roles. It is a way of living a satisfying life even with the limitations caused by illness. In Recovery, consumers can gain a new optimism, given the conditions with which they live. It does not mean that the illness has been "cured", but rather it is an acceptance of living with that illness, a refusal to identify oneself with one's illness or its limitations. It is the image one has of oneself as a competent, empowered agent in control of the core of one's life. Recovery is not a one-time end-stage goal which is attained once and for all, but a work constantly in progress.

The Division of Developmental Disabilities (DDD)

The Division of Developmental Disabilities (DDD) has developed and implemented the State's Strategic Plan, **CHOICES**, a statewide systems change initiative for supporting individuals with developmental disabilities. The initiative establishes a coordinated approach for health care and community supports (long term care). The Division of Developmental Disabilities and the Department of Human Services (DHS), the state Medicaid agency, have worked in close collaboration with individuals with developmental disabilities, family members, service providers, and advocacy organizations to design this Strategic Initiative. A Request for Proposal (RFP) was submitted for a Management Consultant to provide technical assistance in the design and procurement of the CHOICES module within the State's Medicaid Management Information System (MMIS). We submitted the CHOICES MMIS Module RFP to the RI Division of Purchasing and selected a Management Consultant firm through the state's bid process. A CHOICES developmental team helped complete a draft RFP which includes system design specifications, business logic, flow charts, timelines and budgets. The RFP will be submitted in FY2003.

CHOICES goals are:

- Increase personal voice and participation of people with disabilities and their families in making decisions and personal choices about the services/supports they need and want by building and enhancing opportunities for people to experience everyday lives like every other citizen.
- Provide equitable, accessible and quality health care for people with disabilities.
- Structure the system to be more accessible, responsive, fair and impartial and understandable to people by developing a variety of informational materials.
- Manage resources more effectively.

The Eleanor Slater Hospital (ESH)

The Eleanor Slater Hospital is a 628-bed hospital that treats patients with acute and long-term medical illnesses, including patients with psychiatric disorders. Most of the patients are admitted from community hospitals or other health care facilities and require long-term hospital-level care. The hospital recognizes the severity and chronic nature of our patients' illnesses and provides a treatment environment in which dignity, individuality and respect are emphasized. In addition to diagnosis and treatment, the hospital focuses on recovery and quality of living. The hospital is licensed by the Rhode Island Department of Health, and accredited by the Joint Commission on Accreditation of Healthcare Organizations. Eleanor Slater Hospital is a vital component of the state's health care hospital network and works actively with the Hospital Association of Rhode Island.

We are dedicated to serving patients and their families effectively and with compassion. We are committed to providing a safe, secure and protective environment where the treatment focus recognizes each patient's individuality and right to dignified care. Our staff employs assessment techniques and multi-disciplinary treatment plans to insure a high level of care.

Our goal is to provide comprehensive rehabilitative and long-term care services, and to support patients and their families as we work to help hospital residents achieve a high quality of daily living. We encourage the active participation of family members in patient-related activities and with our hospital team.

We carry out our mission and focus our vision by establishing a system of services that **creates opportunities** for our consumers and clients to increase personal growth and independence, and participate in community life, and respects each person's dignity and individuality.

We also create opportunities for our employees to express their innovative solutions that support our vision.

The following are highlights in FY2002 from each program area that exemplify our mission and vision in action.

CREATING OPPORTUNITIES FOR INDEPENDENCE

- *Our consumers, clients and hospital patients actively participate in their plans of care or case management. A community-based system of services and programs statewide supports independent lifestyles, including employment, housing, transportation and respite care services. Our hospital patients participate in educational and recreational opportunities in the community. Strong advocacy and self-advocacy groups represent the needs of all of the populations we serve.*
- *Last year, a collaborative agreement between MHRH and the Department of Human Services' Office of Rehabilitative Services, through the Parents and Friends for Alternative Living (PAL), provided funds to administer the Employment Information Network (EIN), a resource for people with disabilities, who are interested in employment. An initiative of the network is the Speakers Bureau that involves over thirty people with disabilities who present their personal employment experiences to adults with disabilities, students from various high schools, employers and other organizations. Twenty-nine presentations were made to approximately 722 people, seven to local high schools. The EIN also published "Working it Out", a guide to working with a disability and how to address the fear of losing benefits. Another initiative is the Peer Support Network with nine Peer Mentors who encourage people to pursue jobs.*

- *In collaboration with the Office of Quality Assurance, DDD and Office of Rehabilitation Services/DHS worked together to revise the Cooperative Agreement between MHRH and DHS for Supported Employment and identified new initiatives to facilitate transition and to increase the numbers of individuals working in jobs in local communities.*
- *A vigorous revitalization of the discharge program at the Eleanor Slater Hospital facilitated the appropriate movement to community settings of patients who no longer required hospital level of care.*
- *For the first time, treatment services are provided in the state for problem gamblers, with a grant from the legislature through our division of behavioral healthcare services. Initial program evaluations reveal that nearly 80% of the individuals now enrolled in the program are abstinent from any form of gambling. Further outreach to targeted groups and information dissemination is planned.*

CREATING OPPORTUNITIES FOR SELF - EXPRESSION

- *The occasion for persons with developmental disabilities to present their viewpoint on topics related to their individual situations increased as four Roving Reporters were trained for an innovative project in partnership with Advocates in Action. These four individuals with disabilities will interview and gather stories about other people with disabilities for publication in a variety of formats.*
- *Hospital treatment teams now have access to standards and descriptions of all group activities available to adult psychiatric services patients. Hospital wide, the number of weekend activities available to patients has increased.*

- *Behavioral healthcare services is committed to providing comprehensive, culturally appropriate prevention services that empower individuals and communities to meet the challenges of life events by creating and reinforcing conditions that promote healthy behaviors and lifestyles. This effort was enhanced last year through a three-year, \$9 million federal grant to develop a comprehensive statewide prevention plan to reduce the use of alcohol, tobacco and other drugs in youth and to fund science-based community prevention programs.*
- *MHRH helps fund many activities through Very Special Arts, Rhode Island, which enable persons with disabilities to create artwork in several media, display them publicly, and realize the goal of creation.*
- *The People's Advocacy Council, with representatives from each departmental program area, meets monthly and makes recommendations to the director on matters regarding services and programs, while developing their own personal advocacy skills.*

CREATING OPPORTUNITIES FOR PARTICIPATION

- *In the spring of 2001, twenty five hundred Family Satisfaction Surveys were disseminated as part of the National Core Indicators Project in DDD. Nine hundred and eighty completed surveys were returned, identifying families' satisfaction with services and supports of their family member with a developmental disability. Follow-up information was provided to over 400 families requesting additional information about services, supports, and resources. In August, a Final Report on the results of the survey, which included personal comments from family members, was shared with DDD social service, QA and DDD senior management, as well as published on the MHRH intranet.*

- The developmental disabilities division published Funding Guidelines to provide information to individuals so that they can choose the best supports to meet their needs. In addition, consumers served through DDD's Rhode Island Community Living and Supports (RICLAS) programs and services, participated more fully in their Individual Support Plan meeting to include pre-planning meetings, a personal satisfaction assessment and lifestyle planning. RICLAS has begun a process of revitalization that gives increased responsibility at the direct care level. This systematic approach involves all levels of staff with the input of the people we support.*
- Eleanor Slater Hospital patients' family members and significant others are now included in the assessment and management of pain, and non-pharmacological pain management techniques have been incorporated for use when appropriate.*
- In behavioral health, detoxification services offered through programs at SSTAR of Rhode Island identified quality indicators early in the programming process, and have successfully decreased the number of women leaving the program before completion. In addition, a secured facility offers a safe unit for suicidal/homicidal clients in need of emergency services. Through quality improvement meetings, behavioral healthcare staff ensures continuous evaluation and response to patient needs and external customers.*
- Last year, the state established the Governor's Council on Behavioral Health. The 26-member council is composed of consumers of mental health and substance abuse services, their families, service providers, the executive directors of the drug and alcohol treatment association and several state agencies, and the director of the community mental health organizations, the mental health advocate, representatives from the legislature and the executive branch of the state, representatives of communities of color, a representative of the AFL-CIO appointed by the governor, and other interested parties. The purpose of the council is to advise the governor and general assembly on policies, goals and operations of the behavioral health program, including the program areas of substance abuse and mental*

health, and on other matters the director of MHRH refers to it, and to encourage public understanding and support of the behavioral health program. To date, the council has reviewed the operational status of Rhode Island's Mental Health System, including the mental health and substance abuse federal block grants, and the Department of Children, Youth and Families' approach to treating children with serious emotional disorders.

CREATING OPPORTUNITIES FOR

SELF-DIRECTION

- *The Continuous Quality Improvement (CQI) project at seven community agencies involved over 100 people with developmental disabilities in focus groups to identify their satisfaction with services, what is really important to them, and the outcomes of supports provided by agencies.*
- *A new patient satisfaction survey and staff focus groups provided valuable customer feedback for future planning as well as insights into ways to improve service at the Eleanor Slater Hospital. Further, goals and objectives for a performance improvement program to assess hospital leadership performance will enhance and improve patient outcomes. In order to help staff better serve each individual, hospital information services completed an information management scope of functions chart, identifying patients and their needs. Medical staff instituted a system so that patients have one chart throughout their stay at the hospital, improving communication and management of information.*
- *Through case management, behavioral health counselors at the community mental health centers conducted a significant amount of outreach in a program for Latinos, with a focus on the destigmatization of mental illness among the Latino community.*
- *Behavioral health clients treated through a specialized*

therapeutic community at Phoenix House, by partnering with the Kent County Community Mental Health Center, have improved retention rates and are provided a complete treatment plan, eliminating the need to seek services from multiple agencies.

CREATING OPPORTUNITIES FOR RECOVERY



- *A committee of consumers and their families and providers, with help from stakeholders throughout the behavioral health community, developed recovery standards for consumers of behavioral health services. The new standards will be incorporated into the licensing regulations for behavioral healthcare. Specific recovery oriented services were identified for development and monitoring.*
- *For the first time, our department funded an initiative specifically for persons with co-occurring substance abuse and mental health disorders. All programs are being evaluated to determine best practices, which will be made available to other organizations through training manuals or videos.*
- *We initiated education and training relative to recognizing and treating trauma in the people we serve through individual assessments and the development of trauma-sensitive services to promote holistic healing.*

Supporting Our Programs

Three offices provide support to the governor, legislature, state agencies, consumers and their families, and employees of the department throughout the year. The department's capital and utility infrastructure, technical needs, training and education opportunities, ability to conform to accreditation and operating standards as required by federal and other agencies, and accurate fiscal accounting, reporting and budgeting, are among the many responsibilities of these offices. Highlights of the achievements in these areas include:

Office of Management Services provides broad department services, including legal counsel, public information, licensing and standards, information technology management, and selected project oversight.

- The construction and renovation of the Power Plant began last year, which will produce a reliable power supply to the entire Pastore Complex when completed in 2004.
- The department's networking infrastructure is approximately 85% complete, a 10 % increase over last year.
- Wiring for new digital phone and network services was completed at the Zambarano unit of the Eleanor Slater Hospital, and the installation of the network switches to connect the unit to the statewide network is underway.
- A provider Assessment Survey Form was instituted for service providers which has resulted in essential feedback for internal quality.
- The Office of Public Information kept department employees, the governor's office, the legislature, consumers and the general public informed of department programs and activities through publications and media relations.
- Legal Counsel represented various petitioners in approximately 200 cases pursuant to the mental health law.
- The Office of Facilities and Program Standards and Licensure assured compliance with licensing standards for programs and

residences serving the consumers of departmental services. The department currently licenses a total of **406** programs. This is an increase of **26** licensed programs in the last year, adding **15** developmental disabilities, **3** substance abuse and **6** mental health programs.

The Office of Operations includes the division of human resource management, the division of facilities and maintenance, and the division of financial management. The office provided departmental leadership in managing the department's \$440 m budget in accordance with state and federal law.

- Managed a reimbursement program that resulted in excess of \$100 m in revenue to support the Eleanor Slater Hospital, as well as an additional \$9.3 m in federal payments to the State Disproportionate Share (DSH).
- Hospital Medicaid claims were processed with less than 1% denial rate.
- The Patients' Resources and Benefits Unit's pre-screening procedures were improved at the Eleanor Slater Hospital to ensure proper patient information at the point of admission, resulting in an increase in Medicaid eligibility and a decrease in write-offs and uncollectible funds.
- A new regulatory compliance officer has improved the department's status of compliance with Occupational Safety & Health, and myriad of environmental regulations.
- The first phase of a five-phase program was completed for a water distribution Improvement Project.
- A traffic and parking study of the Pastore Center was completed, which identifies problems and solutions for campus traffic and parking.
- The office maintains MHRH's central headquarters, Barry Hall, and provides a safe, clean working environment that meets all fire and ADA regulations.

Under the Office of Operations, The Division of Human Resource Management provides leadership for and administers personnel and employee relations, labor relations and human resource development programs for over 2000 employees. During the past fiscal year, the division provided technical assistance, collaboration with, and support for all MHRH divisions, agencies and

interdepartmental linkages. The division's goals and performance measures in FY 2002 have resulted in the reconciliation of the department's need for numbers of qualified staff with the budget's severely limited position authorizations and the State Hiring Council process.

- Ninety percent of all requests to fill MHRH positions were approved, and the department maintained filled positions at about 95% of authorized levels.
- To supplement authorized staff levels, HRM maintained a pool of temporary Certified Nursing Assistants, environmental and dietary workers at ESH, initiated a similar program for Community Living Aides at RICLAS, and created a per diem nursing pool. These efforts have reduced overtime requirements, saved money, and provided a ready source for experienced and proven workers when regular positions become available.
- The department continues to experience a decline in the number of workers' compensation cases. In the last five years, the caseload went from 312 to 261, a decline of 51 cases or 16.3%. The Transitional Employment Program has shortened the length of time injured employees are away from the job.
- HRM has revitalized training and development activities including: reinstitution of MHRH generic orientation schedule for new employees; compiled an inventory of department-specific training by agencies; diversity overview/training was provided for new EOAC members as well as the MHRH Joint/Labor Management Committee.

2002 was a significant year for creating opportunities for the 46,000 people we serve through dedicated focus on:

- Independence
- Self-Expression
- Participation
- Self-Direction
- Recovery

SENIOR EXECUTIVE STAFF

Craig Stenning, executive director, behavioral healthcare services,
462-2339

Lynda Kahn, executive director, developmental disabilities,
462-3234

Richard Freeman, chief executive officer, Eleanor Slater Hospital,
462-2319

Kathleen Spangler, executive director, management services,
462-2351

Michel Manosh, executive director, operations,
462-3405

Robert Plante, associate director, human resource management,
462-3407

FOR A DETAILED LIST OF FY 2002 ACHIEVEMENTS IN ANY
AREAS OR FOR MORE INFORMATION ABOUT OUR SERVICES,
PLEASE CONTACT THE PHONE NUMBER PROVIDED



The Rhode Island Department of
Mental Health, Retardation & Hospitals

A. Kathryn Power, Director • Lincoln Almond, Governor
14 Harrington Rd.

Cranston, Rhode Island 02920

www.mhrh.state.ri.us • TDD: (401) 462-6087

Tel: (401) 462-3201 • Fax: (401) 462-3204